



DEFINITION OF MOTIVATION

FM 22-100 states the following:

“Motivation gives subordinates the will to do everything they can to accomplish a mission. It results in their acting on their own initiative when they see something needs to be done.”

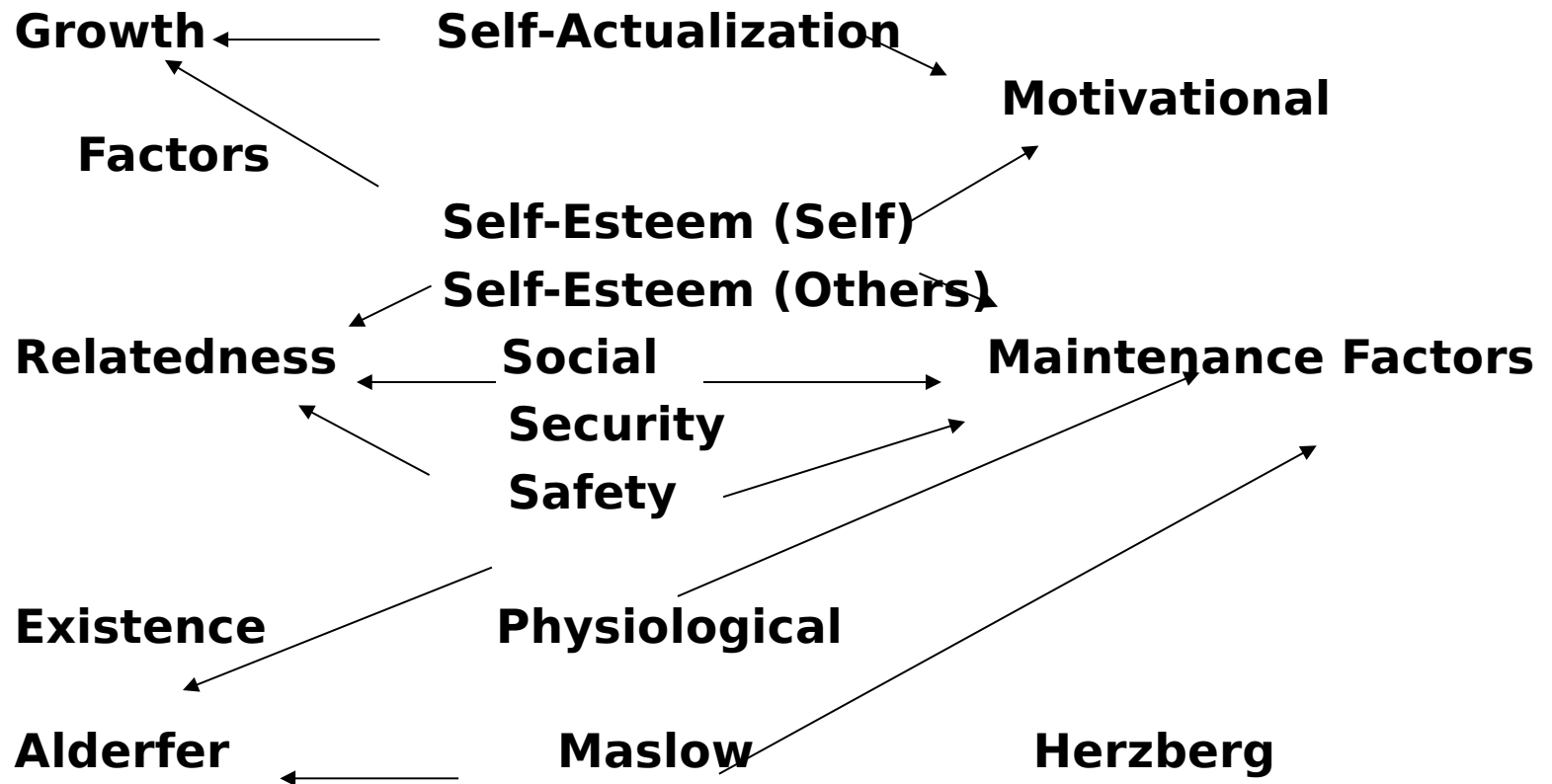


MOTIVATIONAL TECHNIQUES

- Serve as an ethical standard bearer.
- Develop cohesive soldier teams.
- Reward and punish soldiers.
- Recognize and meet soldier needs.
- Serve as and develop positive role models.

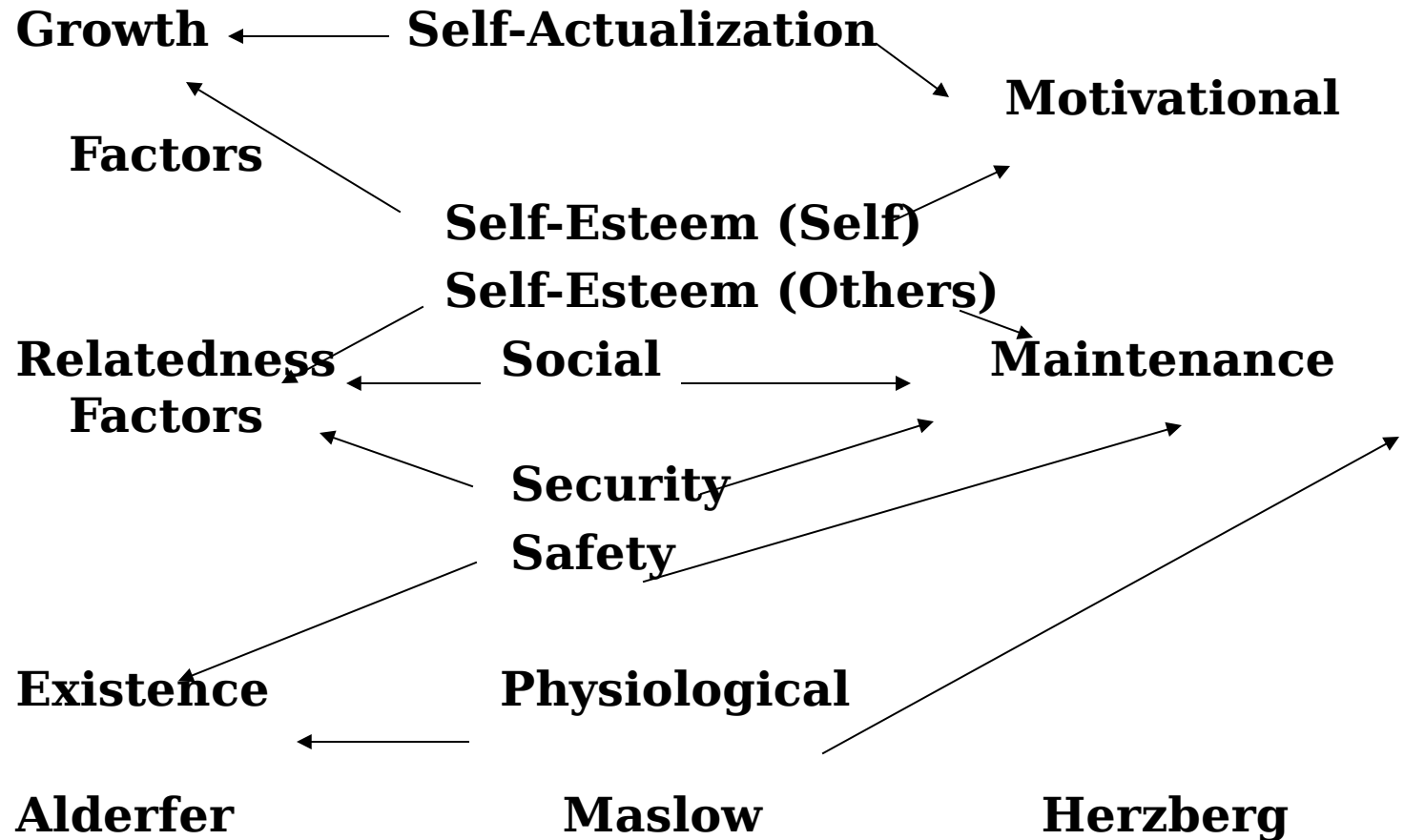


COMPARISON OF ALDERFER'S, MASLOW'S, AND HERZBERG'S MOTIVATIONAL THEORIES





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GOAL SETTING DEFINITION

“Goal setting is a process where leaders and their subordinates jointly identify common objectives, define subordinates’ major areas of responsibility in terms of the results expected, through mutual agreement obtain the subordinates’ personal commitment, and use these objectives as guides for operating the unit and assessing the contribution of each of its members.”



IS GOAL SETTING APPROPRIATE?

SITUATIONS

Situation 1: Your supervisor believes that he should make all decisions.

Situation 2: Your organization serves as the project officer for the commander. It is hard to predict what project will be next, and the office is constantly under time pressures.

Situation 3: You have ten subordinates working for you in an administrative division.



GOAL SETTING IS APPROPRIATE WHEN:

- The goals are specific and require higher level effort and performance.
- Subordinates and supervisors must commit to the goals.
- The goals are legitimate for the organization.
- The goals have concrete feedback.
- The leadership does not see the goal setting process as a loss of power.